

# Active and Passive Procrastination in the Workplace

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## **ABSTRAKT**

Předmětem této bakalářské práce je nastínit problematiku prokrastinace na pracovišti. Tento novodobý fenomén je vnímán převážně negativně, ale dvojice autorů Chu a Choi představila pozitivní pohled na věc prostřednictvím tzv. aktivní prokrastinace. Pojem prokrastinace je v dnešní době rozšířený nejen mezi studenty, ale i mezi běžnou populací, avšak většina průzkumů prováděných na toto téma se věnovala právě prokrastinaci akademické. Cílem výzkumu této bakalářské práce je dokázat existenci aktivní a pasivní prokrastinace na pracovišti, zjistit nejčastější příčiny a důsledky, které má toto chorobné odkládání nejen na samotného prokrastinátora, ale i na společnost, ve které pracuje. Dalším cílem je z pohledu zaměstnanců zjistit možná řešení, která budou následně předána vedení, které se pokusí některé z nich převést do praxe a problém prokrastinace řešit.

**Klíčová slova:** aktivní prokrastinace, pasivní prokrastinace, pracoviště, příčiny, důsledky, řešení

## **ABSTRACT**

The topic of this bachelor's thesis is to outline the procrastination issue in the workplace. This contemporary phenomenon is mostly considered as negative, but duo of authors Chu and Choi have presented their positive point of view on this topic through the so-called active procrastination. Term procrastination is nowadays widespread not only among students, but also among general population, but majority of the studies of procrastination engaged in academic procrastination. The aim of the research is to prove the existence of active and passive procrastination in the workplace, to find out the most frequent causes and consequences with an impact on the procrastinator, but also on the company. The next goal is to find out possible solutions from the employee's point of view, which will be presented to the top management of the company and put into practice to solve this problematic behaviour.

**Keywords:** Active Procrastination, Passive Procrastination, Workplace, Causes, Consequences, Solutions

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## INTRODUCTION

Procrastination is contemporary widespread phenomenon not only among students, but also among general population all around the world. This problematic behaviour is not such black-and-white issue as many people think. Procrastination is primarily seen as negative behaviour of postponing, delaying of tasks, or waiting until the last minute, but it is a complex problem with certain causes and serious consequences. Procrastination is predominantly considered as negative phenomenon, but duo of authors Chu and Choi have expressed their positive point of view by presenting their division of procrastinators into two groups: active and passive. Only few studies examined appearance of procrastination in the general population. According to McCown's and Johnson's study, 25% out of 146 respondents "stated that procrastination was a "significant problem" in their lives." (Ferrari, Johnson, and McCown 1995, 15) Nevertheless, procrastination in the workplace does not cause problems only to the procrastinators, but also to the companies.

The aim of the theoretical part of this thesis is to inform the reader about the definitions of procrastination, causes, consequences and possible solutions. The analysis examine occurrence of active and passive procrastination in the workplace, the most frequent causes, consequences and the most useful solutions from the employee's point of view. Which one of them will be put into practice depends on the top management of the company.

## **I. THEORY**

## **1 DEFINITION OF PROCRASTINATION**

The origin of the word procrastination comes from the Latin word procrastinare which consists of the preposition pro (for, forward) and crastinus (tomorrow). The literal meaning is something that belongs to tomorrow. (Ludwig 2013, 18)

Psychologists, experts and other people who deal with the procrastination issue give us many definitions. For this bachelor thesis I have chosen few of them, which are listed below, according to their authors.

### **1.1 William J. Knaus**

Well-known psychologist William J. Knaus says that “Procrastination is an automatic problem habit of putting off an important and timely activity until another time. It’s a process that has probable consequences.” (Knaus 2010, xvi)

### **1.2 Jane B. Burka & Lenora M. Yuen**

According to Jane B. Burka and Lenora M. Yuen, “Procrastination is the behaviour of postponing”. (Burka and Yuen 2004, 5)

### **1.3 Joseph R. Ferrari**

Procrastination is “the purposive delay of the starting or completing a task to the point of subjective discomfort”. (Ferrari 2010, 15)

### **1.4 Petr Ludwig**

Nowadays, procrastination is also a big issue in the Czech Republic. Petr Ludwig, the founder of the GrowJob institute and the author of the book “Konec Prokrastinace”, considers procrastination as “pathological postponing of tasks and responsibilities”. (Ludwig 2013, 18)

## 2 HISTORY OF PROCRASTINATION

Many people think that procrastination is a new phenomenon, but it has quite long history. Irrefutable evidence for our purpose is Lucius Annaeus Seneca's quote: "While we are postponing, life speeds by." Latin combined word *procrastinus* occurs frequently in Latin texts, especially in the relation to the military of the Roman Empire. According to Ferrari: "Roman use of this term seemed to reflect the notion that deferred judgement may be necessary and wise, such as when it is best to wait the enemy out and demonstrate patience in military conflict." (Ferrari, Johnson, and McCown 1995, 4)

We can say that it was kind of prevention before action without adequate forethought. The first usage of the English word procrastination was in 1548 in Edward Hall's *Chronicle*. These two examples have one thing in common, the meaning of the word procrastination was still without pejorative connotations. The negative meaning came approximately at the time of the Industrial Revolution in the 18<sup>th</sup> century. The reasons are speculative, but it is well known that sloth, a term connoting physical inactivity, was initially separated from the concept of procrastination. "Sloth implies not only personal avoidance, but also active manipulation to get another to do the work necessary for one's own subsistence." (Ferrari, Johnson, and McCown 1995, 4)

Milgram consider procrastination as modern malady found only in countries, in which is important schedule adherence due to advanced technologies. (Ferrari, Johnson, and McCown 1995, 3)

### 3 PROCRASTINATION VERSUS LAZINESS

It is highly important to distinguish these two terms, because there is a huge difference between them and many people substitute laziness for procrastination. According to Petr Ludwig, procrastination is not pure laziness. Lazy people do not want to do anything, on the other hand, procrastinators want to work on the given task, but they cannot persuade themselves to do so. Procrastinating is not relaxation. When people rest, they gain energy, but when they procrastinate, they lose their energy and get tired. It is a vicious circle, because with little energy we procrastinate more and spend more energy and we are on the beginning again. (Ludwig 2013, 18)

Dr. William J. Knaus has the same opinion as Petr Ludwig, procrastination and laziness are two different terms. While laziness is an apathy for activity, procrastination is active state of avoidance. Procrastinators are ambitious. (Knaus 2004, 25)

## 4 PROCRASTINATION: POSITIVE POINT OF VIEW

### 4.1 Active and Passive Procrastination

One of the positive points of view is expressed by duo of authors Angela Hsin Chun Chu and Jin Nam Choi, who distinguish two types of procrastination: active and passive. Passive procrastinators fit in the definitions above. Chu and Choi say that “Cognitively, passive procrastinators do not intend to procrastinate, but they often end up postponing tasks because of their inability to make decisions quickly and to thereby act on them quickly”. (Chu and Choi 2005, )

On the other hand, active procrastinators are challenged and motivated when they are facing the last-minute tasks and they are persistent and able to complete tasks at the last minute. (Chu and Choi 2005)

According to Chu and Choi, „active procrastination is a multifaceted phenomenon that includes cognitive (decision to procrastinate), affective (preference for time pressure) and behavioral (task completion by the deadline) components as well as the physical results and satisfaction with them.” (Chu and Choi 2005)

#### 4.1.1 Preference for time pressure

When a deadline is getting closer, passive procrastinators start to feel pressured and pessimistic about their outcomes. Self-doubt increases the chance of failure and causes feelings of guilt and depression. Passive procrastinators are more likely to give up on the task. Active procrastinators feel challenged and motivated and are able to complete the tasks. The big difference between active and passive procrastinators is that passive procrastinators underestimate time required to complete tasks on time. According to Chu and Choi, active procrastinators “try to maximize the efficiency of their time use.” (Chu and Choi 2005)

#### 4.1.2 Self-Efficacy

Another distinction between active and passive procrastinators is in their self-efficacy. “Self-efficacy refers to belief that one can reliably perform the tasks that are required for successful goal achievement.” (Chu and Choi 2005)

Non-procrastinators and active procrastinators are expected to have stronger self-efficacy than passive procrastinators.

### 4.1.3 Motivational Orientation

Motivation powers people toward desirable goals. There are two types of motivation: intrinsic and extrinsic. Intrinsic is internal and extrinsic comes from positive or negative external contingencies. Chu and Choi hypothesized that passive procrastinators have low intrinsic and also low extrinsic motivation. Active procrastinators have high extrinsic motivation, but their intrinsic motivation is low. In non-procrastinators both are high. (Chu and Choi 2005)

### 4.1.4 Stress-Coping Strategy

Three most frequent coping strategies are oriented on tasks, emotions and avoidance. Task-oriented coping strategies reduce stress by focusing on the problem. The point of emotion-oriented coping strategies is diminishing of the distress caused by stressors. Finally, avoidance-oriented coping strategies ignore a problem and distract the person from it. "Self-efficacy level partially determines which coping strategy he or she will use." (Chu and Choi 2005)

Non-procrastinators and active procrastinators are expected to use task-oriented coping strategies because of their high level of self-efficacy. On the other hand, passive procrastinators will use either emotion-oriented coping strategy or avoidance-oriented coping strategy. The reason for this is their low self-efficacy. (Chu and Choi 2005)

### 4.1.5 Personal Outcomes

Active procrastinators are more likely to achieve positive outcomes because of their high level of self-efficacy, motivation, control over stressors, time perception, etc. Passive procrastinators are expected to achieve negative outcomes. (Chu and Choi 2005)

## 4.2 Structured Procrastination

Another author who considers procrastination as positive phenomenon is John Perry. His book *The Art of Procrastination* gives us a definition of structured procrastination. Structured procrastination means that the procrastinator lists his/her tasks according to their priority. Tasks with the highest priority are on the top of the list. Meanwhile the procrastinator completes tasks with lower priority, another task with even higher priority than the first one on the list gets in his/her way so the procrastinator naturally complete the



original most important task to avoid the new one. This is the cycle of the structured procrastination. (Perry 2012, 14-17)

## 5 CAUSES OF PROCRASTINATION

Now, while we know the definition and the history of procrastination, it is time to understand to causes of this problematic behaviour. There are many possible causes of procrastination and it is, of course, very individual. I will discuss the most typical ones. According to Burka and Yuen, we divide causes of procrastination into three groups. All of them are based on fear.

### 5.1 Fear of Failure/Success

“Many people who procrastinate are apprehensive about being judged by others or by the self-critic who dwells within them.” (Burka and Yuen 2004, 19)

It is natural that people do not want to be judged as lacking, or not good enough, but, on the other hand, some people worry that they will be judged as being too good, which means to face some possible unpleasant consequences. These causes are strongly widespread in our success-conscious society. (Burka and Yuen 2004, 19)

For better understanding, I will look at each kind of fear separately.

#### 5.1.1 Failure

For clear arrangement of this problem, we will use Dr. Beery’s equation. (Burka and Yuen 2004, 21)

$$\text{Self-worth} = \text{Ability} = \text{Performance}$$

When people are disappointed by their performance on a task, they don’t only think that they have failed on that task, but they have also failed as people. Performance is simply a direct measure of your worth. In this case, procrastination is a kind of prevention, because “performance can no longer be equated with ability, because complete effort has not been made.” (Burka and Yuen 2004, 21-22)

People can always say: “I could have done better if...” For some people the fear of being judged as lacking is so powerful that they would rather suffer the consequences of procrastination.

Another feature of procrastination caused by the fear of failure is perfectionism. According to Burka and Yuen, “people in an attempt to prove that they are good enough, strive to do the impossible.” (Burka and Yuen 2004, 23)

They feel overwhelmed when they are unable to meet their lofty goals. The comfortable way how to escape these demands is, of course, by procrastinating.

Perfectionists cherish several notions. For example, they are not able to tolerate mediocrity, if you are an outstanding person, everything is easy, they must do everything by themselves, there is only one correct solution to a problem and it is their responsibility to find it, they hate losing so much that they avoid every competitive activity, they do not see any progress, until the task is finished. (Burka and Yuen 2004, 24-27)

These notions are illustrative of how perfectionists can make their lives complicated and “pave the way for procrastination rather than progress.” (Burka and Yuen 2004, )

### **5.1.2 Success**

Success represents fulfilment in people’s lives. According to Burka and Yuen, “procrastinators feel thwarted by their habitual delay. Even if they have managed to achieve “success” by society’s definition, some procrastinators don’t feel successful.” Because only they know about their postponing and they criticize themselves for the lack of success and wish to be free of procrastination, which blocks their rise to the top. (Burka and Yuen 2004, 30)

People afraid of success do not compete, because of their fear of winning. It is exactly the opposite to the fear of failure, which is accompanied by fear of losing. Some theorists give us a very interesting cultural explanation of fear of success in relation to the gender. “Women have been culturally trained to be supportive of successful men, but not to be accomplished in their own right.” (Burka and Yuen 2004, 33)

So it is not a surprise that some women are still influenced by this tradition. On the other hand, men had to provide for their families and achieve success. They are afraid that they can’t meet these expectations or they simply do not want to be trapped in this role. As we have mentioned several notions cherished by procrastinators with fear of failure, we will point out some typical notions for people who fear success. These people fear workaholism, in their opinion they do not deserve success, they are afraid that they will hurt someone else by their own success or hurt themselves, because some could abuse them, they have a low opinion of themselves, and, on the other hand, they are afraid of being too perfect. (Burka and Yuen 2004, 34-41)

## **5.2 Fear of Losing the Battle**

Completely different kind of fear plays role in this area. Through procrastination people fight in many types of battles, they fight for example for control and autonomy.

### 5.2.1 Control

This type of procrastinator needs to be in control of things. They are proud of their independence, no one can force them to act against their will. (Burka and Yuen 2004, 44)

It is not only battle for control, but also for power, independence, respect, and autonomy. “Fighting a battle via procrastination can be such an automatic and reflexive way to defend yourself that you may not even be aware you’re doing it.” (Burka and Yuen 2004, 44) Usually themes connected to this kind of procrastination are: rules are made to be broken, low position in the hierarchy, invasion in your personal territory, waiting until the last minute, revenge.

### 5.2.2 Autonomy

Like failure measures self-worth for people who fear it, for some procrastinators their personal worth is measured by autonomy and independence. People with this kind of problem feel weak under someone else’s control. It is not a battle just for control, but also for self-respect. This kind of procrastination can be limited to some circumstances, or pervasive, which means that you battle in every aspect of your life and it can lead to major consequences such as losing a job. (Burka and Yuen 2004, 50-52)

Also this kind of cause has its own typical notions: uncertainty is everywhere, if he is strong, I must be weak, cooperation means capitulation, thwarting my opponent is more important than things I want. (Burka and Yuen 2004, 56-58)

## 5.3 Fear of Separation/Attachment

In this section we are getting to the “comfort zone”. The degree of closeness to other people can be regulated by procrastination. It is a kind of device, which people use to regain their equilibrium. (Burka and Yuen 2004, 61)

For better imagination, we will discuss each of these fears separately.

### 5.3.1 Separation

People who fear to be alone are not sure if they can stand on their own two feet. Classical notions for these people are: help wanted, being number two, wishing will make it so, S.O.S., dwelling in the past and make it alive, constantly accompanied. (Burka and Yuen 2004, 63-68)

### 5.3.2 Attachment

For some people, it is more comfortable to keep distance from everyone. If someone appears on their radar, they mobilize to retreat, physically: leaving a job or moving to a new town, or mentally: changing the topic of conversation. Notions of these procrastinators can be: give them an inch, they will take a mile, what is mine is also yours, but what's left for me, experience with bad relationships around them, the werewolf within, no love is better than losing it. (Burka and Yuen 2004, 70-78)

## 5.4 Family Attitudes

Procrastination can be also caused by family attitude. Families pass sets of values, rules and attitudes on to their children from early childhood. We are not aware of that fact, but even when we are adults the influence is still very strong. According to Burka and Yuen, there are five common themes in families: pressuring, doubting, controlling, clinging and distancing. All these themes have impact on the development of the child's self-esteem. These children believe that it is possible to be loved under special conditions. "Procrastination only helps to maintain the illusion that these conditions can be met." (Burka and Yuen 2004, )

### 5.4.1 Pressure

Families exerting pressure on their children are often achievement-oriented. Only the top is viewed as success, everything else is failure. The parents can be very successful people, but on the other hand, they can also be unsatisfied with their own lives. The problem can also be your sibling who is more talented, intelligent, or successful than you. Such an attitude leaves children with high standards for accomplishment and fear of failure. (Burka and Yuen 2004, 89-92)

### 5.4.2 Doubt

This is the exact opposite of the pressuring theme. The doubting theme is based on the disbelief in the child's ability to achieve, to be successful. Doubts can be expressed for example by comments, lack of interest, or the role given to the child. These procrastinators give up on the task whenever a small obstacle occurs because of their beliefs in their own incompetence. A second way in which these procrastinators respond is that they rebel against their families and try to show them that they are not incompetent. They usually

achieve much more than their families would ever imagine, but they are trapped in their perfectionism. (Burka and Yuen 2004, 92-94)

### **5.4.3 Control**

Some parents tend to take control over their children's lives. They make all decisions for them and give them advice. This attitude can be caused by the responsibility which parenthood includes, their needing someone to take care of, or they may be hiding their own uncertainty. As stated by Burka and Yuen: "Other parents are so invested in their children that they insist that a certain image or expectation be fulfilled." In these families, procrastination can be used as a tool for passive resistance. Children grown in the controlling families have problems in relationships, with decision making, and independency. On the other hand, they can also use procrastination to fight against control and strive for independency. (Burka and Yuen 2004, 94-97)

### **5.4.4 The Clinging Theme**

Burka and Yuen say that clinging families do not encourage children's autonomy. They do not let them grow up and leave home. The typical pattern is that parents think their children need protection not only in childhood, but also in adulthood. Children from these families are often rescued from troubles without consequences. This is very dangerous for them when they are adults, because they still believe that they do not have to face the consequences. Another theme could be based on providing too much help, leaving the child feeling incapable. These patterns were based on support from parents. On the other hand, it can be vice versa. Children are expected to take care of other family members. This may cause children to feel responsible for the whole family so he/she sacrifices his/her own interests. The clinging theme may result in problems with confidence, creating distance between people, or daring to live people's own lives. (Burka and Yuen 2004, 97-100)

### **5.4.5 Distance**

The distancing theme is the last theme described in Burka's and Yuen's book. Their opinion is that children from these families are unable to "develop emotional closeness, physical affection, attentive interest, or protective comfort." (Burka and Yuen 2004, 100) Parents are often too busy, prefer friends, work, hobbies, etc. Family members do not show their feelings and they are expected to suffer alone. Children usually blame themselves, because they think that there is something wrong with them. As a result, they try to be

perfect to catch their parent's attention. In adulthood, they search for close relationships and they fear detachment. (Burka and Yuen 2004, 100-102)

## **6 DISADVANTAGES OF PROCRASTINATION**

As I have explained, procrastination is a problem behaviour, which has many disadvantages. These consequences could be mild, but they can also grow into a big issue of our everyday lives. They can also be divided into two categories: those which have an impact on the procrastinator, and those which impact the procrastinator's surroundings. According to W. Knaus (Knaus 2010, 61):

### **6.1 Consequences with an impact on the procrastinator**

#### **1.) Lost opportunities**

Because of constant postponing, procrastinators sometimes do not use given opportunities which may not happen again.

#### **2.) Delays in productive activity can negatively affect your self-concept**

Delaying of tasks and problems to finish them on time can negatively affect self-concept. Procrastinators may start to ask themselves that maybe the problem is they and their incompetence.

#### **3.) Decrease of productivity**

Decrease of productivity is a result of daydreaming, getting involved in office intrigues, busywork, going over the same ground, etc. This is usually connected to people who find their job unpleasant and unfulfilling. But for organizations, it is almost impossible to eliminate these activities, which can lead to serious costs. For example, delayed call back may result in lost business. (Knaus 2010, 143-144)

Unfinished projects and delayed call backs can cause losing the job. Only a few top managers believe that there is no procrastination in their companies, but it is more wishful thinking than reality. For people who are chronic procrastinators in the workplace it is good to consider, if there is not a larger problem behind their procrastination, if it is not time for a change.

#### **4.) “Persistent forms of procrastination elevate health risks” (Knaus 2010, 61)**

Poor health of procrastinators can be caused directly by the stress related to procrastination, or indirectly by the delays of important health behaviours. (Pychyl 2008)



### 6.1.1 Procrastination and stress

#### a) Definition of Stress

There are many definitions of stress. I have chosen Gupta's definition, because procrastination is closely related to not achieving things that we want. Gupta says that stress is "the kind of disharmony which develops when you do not achieve what you want." It is an action in the human body which is connected to how people interpret external situations. If the interpretation is unpleasant it results in building negative feelings. (Gupta 2008, 11)

#### b) Signs of Stress (Burka and Yuen 2004, 177)

- **Physical**
  - Stomach-ache
  - "Pounding heart"
  - Headache
  - Hyperventilating
  - Tightness in neck and shoulders
  - Lower back pain
- **Emotional and Behavioural**
  - Irritability
  - Exhaustion
  - Troubles with concentration
  - Mood swings
  - Changes in sleep, appetite, sexual interest
  - Inability to relax, to enjoy things
  - Apathy

#### c) Procrastination caused by stress & Stress caused by procrastination

"Persistent stress is costly to your health. Stress elevates your blood sugar, eventually putting you at risk for type 2 diabetes." (Knaus 2010, 71)

Stress can also lead to poor sleep patterns and depression can follow. There are many types of stress which can give rise to procrastination.

Workplace stress is the most common. This kind of stress can be related to adversity or change and for clear arrangement we divide it into two categories: stress caused by others and self-inflicted stress. (Knaus 2010, 73, 76)

- **Stress caused by others**

People have different characters and sometimes it is difficult to cooperate with all of them. You may also be slowed down by other people's procrastination patterns, because they slow down your ability to meet your goals. The most important thing in these situations is to concentrate on yourself and your tasks. There is no need to lose time due to intrigues and antagonistic cooperation. You are not able to stop diversionary activities of others. (Knaus 2010, 73-74)

- **Self-Inflicted Stress**

"Most people amplify their own stress problems."(Knaus 2010, 76) Negative thinking can affect our efforts. Wrong perception of our surroundings can create imaginary problems.

- **Stress caused by procrastination**

Not only stress leads to procrastination, but also procrastination leads to stress. People feel that they have too much to do, procrastination makes our wishes and goals fail instead of satisfaction. This can lead to many health issues. For example: lowered immune functioning, problems with eating habits and higher rate of insomnia. (Coppola 2008)

## **6.2 Consequences with an impact on the procrastinator's surroundings**

### **1.) Bad reputation**

Procrastination can affect others, which can lead to loss of credibility, disgust, etc. For non-procrastinators, it can be very frustrating to live or to cooperate with procrastinators. People who do not procrastinate usually try to help procrastinators to get things done. According to Burka and Yuen, the first stage is encouragement. They are using sentences like: "It is not as hard as you think.", and trying to push them toward action, because inaction does not lead anywhere. But procrastinators do not sense this kind of encouragement as support, they can consider you as being too pushy and slow down even more. (Burka and Yuen 1983, 192-193)

Another kind of reaction on your encouragement can be answers like: "Yes, but..." or strict refusal like: "You don't understand it, it is more complicated than you think." Using

only encouragement does not get the procrastinator moving. (Burka and Yuen 2004, 193-194)

The second stage is disappointment because of your failure with encouragement, and eventually taking the responsibility on your own shoulders by thinking, if you had done a better job, maybe the procrastinator could at least have made a little progress. This leads to even more encouragement, which does not work anyway. The procrastinator senses your disappointment and feels even worse. Stage number 3, irritation, follows. Non-procrastinators get furious because of the effort they have made with no results. "Frustration is also likely to mount when you have been trying to get a procrastinator to follow through on something that affects your welfare, too - a joint project at work." (Burka and Yuen 2004, 195)

The last stage is called Stand-Off. This period can destroy satisfying relationships or it can haunt the relationship at the moments of stress or disagreement. There are some ways how to avoid this "cycle of mutual frustration" (Burka and Yuen 2004, 196) which will be described later in the part given to treatment.

## **2.) Decrease of productivity**

I have described this problem in the section dedicated to consequences with an impact on the procrastinator, but it does not cost only the procrastinator, but also the company in which he/she works. Delayed call-backs and unfinished projects may bring monetary loss also for the company.

## **7 TREATMENT OF PROCRASTINATION**

### **7.1 Techniques**

There are many possible techniques which can be used to deal with procrastination. As I have mentioned active and passive procrastination and four areas in which active and passive procrastinators differ, I focused on these four areas separately and found useful techniques for each of them.

#### **7.1.1 Time**

Passive procrastinators, or procrastinators in general, tend to underestimate time needed for tasks or activities. According to Burka and Yuen, it is good to compare your prediction with the real time needed for finishing the task. This may help you realize that the time needed is much longer than you had expected. Another helpful thing is to divide big tasks into small pieces. Everybody can find 15 minutes a day, but nobody has an entire free day. It is also more tolerable if you know that you will be working on the task for only 15 minutes, the task does not seem so unpleasant. This method is really good for starting a project. The last thing is to identify the prime time in which the procrastinator should do the most important tasks. These steps are easy, but the procrastinator should expect interruptions. For procrastinators, it is really frustrating when they finally start working on the task and then, for example, the phone rings, the boss needs something to be done immediately, etc. When the procrastinator expects these interruptions, he/she is reconciled with it and it is easier for him/her to continue. A useful tool for procrastinators is also delegating tasks. The main advice related to time is to enjoy free time, relax, and recover. (Burka and Yuen 2004, 159-165)

For better organization, procrastinators can use time management tools such as a to-do list, but William J. Knaus states in his book that time management is a problematic solution for procrastination, because procrastinators may procrastinate on applying and using the methods. (Knaus)

#### **7.1.2 Self-Efficacy**

According to Bandura, “efficacy beliefs significantly contribute to the level of motivation and performance.” (Bandura and Locke 2003) To increase procrastinator’s self-efficacy, it is good to let him/her watch another person working on the same, or a similar, task. This will show them that the task is manageable. Another useful thing is support from

friends and colleagues. The last step is to build physical strength, because procrastinators usually interpret their fatigue as incompetence to finish the task. (Bandura and Locke 2003)

### 7.1.3 Motivation

Motivation is divided into extrinsic and intrinsic. Passive procrastinators have low both kinds of motivation and active procrastinators have low intrinsic motivation. There are many techniques which increase both types of motivation. I have chosen Petr Ludwig's techniques described in his book and Ryan's and Deci's advices.

- **Extrinsic Motivation**

People can be motivated extrinsically by different kinds of incentives, money, car, laptop and other benefits, but motivation through incentives do not function for all people and it does not have to be constant, because after reaching some point, the growth of people's motivation through incentives may stop. (Ludwig 2013, 54)

Ryan states that "being intrinsically motivated becomes increasingly curtailed by social demands and roles." (Ryan and Deci 2000) People usually do tasks to avoid sanctions or to reach rewards. Ryan and Deci offer the concept of internalisation, which means the process of taking in a value. The result of increasing internalization is greater persistence, more positive self-perceptions, and better quality of engagement. According to Ryan and Deci, extrinsic motivation is divided into 4 types: external regulation, introjected regulation, identification, and integrated regulation. The most autonomous are identification and integrated regulation. Through identification a person identifies with the personal importance of behaviour and accepts its regulation as his/her own. "Integration occurs when identified regulations have been fully assimilated to the self." Extrinsically motivated actions become more self-determined. But there is a risk that a person who has identified with the activity may lose that sense of value under a controlling mentor and may move into the external regulatory phase. (Ryan and Deci 2000)

- **Intrinsic Motivation**

One of the possible techniques to increase intrinsic motivation is to set a goal, but according to Petr Ludwig it is not effective in the long term. When people reach their goals they feel satisfaction and other positive emotions, but these feelings, after some time, vanish. People's success of reaching their goals loses its attraction. As a result, people set a bigger goal and the circle repeats. Ludwig, in his book, offers a solution for this problem, intrinsic motivation by choosing a path. This technique is based on personal vision, which

is long-term, and focuses on activities, not results. It is good to set milestones on the path and reaching these milestones will show us that we did something that belongs to our personal visions. Because of this way of increasing intrinsic motivation people do things they really want to do. (Ludwig 2013, 50-60)

#### **7.1.4 Stress**

As I have described in the section dedicated to active procrastination, stress-coping strategies are divided into three types: strategies aimed at a problem, strategies aimed on emotions, and task avoidance strategies. The most important strategy for managing procrastination is a task oriented strategy. The success of using this strategy depends on the individual experience and self-control. (Atkinson 2003, 510)

Petr Ludwig describes in his book the elephant and rider model. Elephant is cognitive source for self-regulation and it has to be constantly refilled, because people lose their energy with every task. When the source is empty, we are controlled by our emotions. His advice for better self-control is to regularly restore the cognitive source through regular eating and doing undemanding manual activities. It is also possible to enlarge your cognitive source. The best way to achieve it is to learn habits. (Ludwig 2013, 99-105)

## **7.2 Negotiation with the Procrastinator**

As I have described in the section dedicated to consequences four stages of the “cycle of mutual frustration”, I will now describe possible techniques how to avoid it, or, at least, minimize it. First of all, let’s look at the strategies which do not work and people should avoid them. Burka and Yuen give us a transparent list which includes: “just do it”, watchdog, criticism and threats, doing it yourself, “I told you so”. (Burka and Yuen 1983, 196-197)

On the other hand, these two authors provide in their book strategies which can help, but there is no guarantee they will work in one hundred per cent of all cases/situations. First two attitudes are more general principles and they are related to state of mind.

### **7.2.1 Individual perspective**

Non-procrastinators should be aware of their limited power over procrastinators, because they can never make him/her to action. (Burka and Yuen 1983, 198)

### **7.2.2 Flexible strategy**

If your strategy fails, do not try it all over again because it won't help, rather try something absolutely different.

After realizing your state of mind and adapting it to your purpose, Burka and Yuen advise to use some of these specific techniques of interacting with procrastinator.

### **7.2.3 Limits, deadlines, goals and consequences**

Deadlines are procrastinators' nightmares, so it is useful to sit down and discuss it. Give the procrastinators a chance to participate in setting goals, deadlines, and probable consequences if he/she does not meet the stated deadline. Burka's and Yuen's advice is to be specific as much as possible. Small goals are more likely to be achieved. The non-procrastinator's task is to help the procrastinator be realistic about the deadlines. (Burka and Yuen 1983, 202)

### **7.2.4 Rewards and criticism**

Procrastinators do not see any progress until they achieve the final goal. Try to reward any small progress which deserves to, but appropriately. On the other hand, if the procrastinator still delays and lets you down, let him/her know about it and discuss it together. (Burka and Yuen 1983, 203-204)

### **7.2.5 Assurance and support**

Because procrastinators cannot see their own qualities, it is good to let them know about them and assure them that they are not defined just by what they do. It may sound simple, but these words can definitely help and it is very important to them. (Burka and Yuen 1983, 204)

### **7.2.6 Consideration**

According to Burka and Yuen, it is important to ask yourself: "Are there truly consequences of substance for you, or is it more that you would feel disappointed if the procrastinator didn't come through?" (Burka and Yuen 1983, 204)

If the procrastinator is, for example, your business partner, the consequences may have a huge impact on you. You can always discuss the problem together, or do the job by yourself and fire the employee, or dissolve the business partnership. But there are situations in which the procrastinator's behaviour does not have a direct impact on you, you may feel

embarrassed, or worry about the judgement of other people on the basis of these delays. In this case, you should come reconciled that the procrastinator does not share your values.

(Burka and Yuen 1983, 205)



## **II. ANALYSIS**

## 8 RESEARCH

### 8.1 The Preparation of the Research

The topic of this bachelor's thesis is procrastination in the workplace. Procrastination is problem habit when people postpone important tasks. It is not just avoiding tasks, procrastination is process connected to perception, thoughts, emotions, feelings and actions. It consists of three parts, cognitive, emotional and behavioral. (Knaus 2010, 16)

It is illogical postponing of planned activities. This behavior is often accompanied by negative feelings such as nervousness, anxiety, embarrassment, depression, etc. Expert's point of view on this issue is rather negative, but some of them consider procrastination under certain conditions as positive phenomenon. Very interesting point of view has J. N. Choi who states that dysfunctional procrastination is only one form of this issue. Next to this form stands adaptive form of procrastination which is according to Choi called active procrastination. Passive procrastination is viewed in the traditional sense. Passive procrastinators are paralyzed by their indecisiveness and incompetence to finish the task. On the other hand, active procrastinators intentionally prefer to work under pressure. (Chu and Choi 2005)

This bachelor's thesis focuses on this typology. From my point of view as a student at Tomas Bata University in Zlín, is this topic closely related to my future managerial career. Procrastination in the workplace affects labour productivity, but also relationships between co-workers.

### 8.2 Aim of the Research

The task of the research is to find answers for the following research questions. The main research question is:

**To find out from the employee's point of view, if they have experience with active or passive procrastination, what are the causes and consequences of their procrastination and if it is possible to solve their problem with procrastination.**

For clear arrangement, I have divided the main research question into smaller sub-questions. All the sub-questions are viewed of the employee's perspective. Numbers and

notes in the brackets refer to the number of question from the questionnaire or name of the scale used for answering the question.

1. **To find out appearance and frequency of active and passive procrastination in the workplace. (GPS, NAPS)**
2. **To find out the most frequent causes of procrastination in the workplace. (1,2)**
3. **To find out what kind of tasks is most frequently postponed in which life area. (3,4,6,7)**
4. **To find out the most frequent activities used as procrastination devices. (8)**
5. **To find out which consequences has active and passive procrastination on the employees. (5,9,10)**
6. **To find out how is it possible to solve active and passive procrastination in the workplace according to employee's opinion. (11,12)**

### **8.3 Collection of Data for Research**

Quantitative research administers information about frequency of occurrence and its aim is to gain numerical data. (Kozel 2006, 120)

The numerical data can be mathematically processed and expressed as percentage. This research is descriptive.

#### **8.3.1 Methods**

For the first part of the research questions I have used General Procrastination Scale, designed by Clarry Lay in 1986, to find out how many non-procrastinators and procrastinators are in the research group of people.

The second scale is Active Procrastination Scale (Choi and Moran 2009) which was used to find out how many of procrastinators are active and passive. The last part of the research is questionnaire which answers the questions about causes, types of tasks, consequences and possible solutions.

##### **1. General Procrastination Scale (Lay, 1986)**

This is basically the first measure of self-reported procrastinationary behaviour. It was designed by Clarry Lay in 1986. I have used the present "Form G" which is more global in comparison to the original version. It was originally designed for academic tasks. G form examines diligence across wide range of tasks. It consists of 20 items, 10 of them

are reverse-scored and it has been most frequently used in a 5-point Likert scale ranging from Very true to Very untrue which I have also used for my research. (Ferrari, Johnson, and McCown 1995, 56) Relatively high reliability is shown by Cronbach alpha ranged between 0.78 and 0.85. (Ferrari, Johnson, and McCown 1995, 58)

## **2. New Scale of Active Procrastination (Choi and Moran 2009)**

This 16-item scale was designed by duo of authors J. N. Choi and S. V. Moran in 2009. It is used in 7-point Likert scale ranging from Very true to Not at all true. As a multidimensional construct, it consists of 4 dimensions: preference for time pressure, cognitive decision to procrastinate, behavioural capacity to meet deadlines and ability to achieve satisfactory outcomes. As I have described in the chapter dedicated to active and passive procrastination, these 4 characteristics distinguish active procrastinators from passive procrastinators. The Cronbach alpha is 0.80. (Choi and Moran 2009)

## **3. Questionnaire**

Firstly the questionnaire asks respondents about basic demographic information: gender, age, education and length of professional experience. The second part of the questionnaire consists of 12 questions which are oriented on the most frequent causes, types of delayed tasks, procrastination devices, consequences and possible solutions.

## **8.4 Research Group of People**

The research group of people is composed of employees of the international company located in Prague. This company owns chain of drugstores across the Czech Republic. Selected group contains people from 25 to 35 years old who work in office and use computers on daily base. According to developmental psychology, this age group belongs to early adulthood. Gained experience play important role in this period. As Vágnerová stated, experience influence all parts of psyche: cognitive competences, emotional demonstrations, personality traits and overall self-efficacy. It has an impact on managing adulthood, including professional role. (Vágnerová 2008, 12)

Early adulthood consists of two stages of professional development. The first phase is professional start which is enacted from 25 to 30 years old. This phase is considered as temporary and characteristic features are need for changes and stabilization of personal position. People going through this stage often make experiments. The goal is to find the

job and find out if it is the right choice according to their needs and possibilities. Professional start phase is connected to “shock from reality” which is the outcome of contradiction between people’s visions and reality. (Vágnerová 2008, 54)

The second stage is professional consolidation which is typical of conciliation and gradual identification with certain professional position. At this point, people have clear idea about their future and concrete goal which they want to reach. (Vágnerová 2008, 55)

Research group of people includes common administrative workers. Precondition for this age group is that it will contain respondents who are recent graduates. This feature is very interesting for the research because of the fact that procrastination is very common phenomenon among university students. Access to the internet is another important attribute, because internet is nowadays considered as frequent procrastination tool.

## **8.5 Research Timeline**

Research was conducted since October 2013 to April 2014.

October 2013 - Determining the research questions

January 2014 - Decision about research methods

February 2014 - Creation of the questionnaire

April 2014 - Disclosure of the questionnaire

April 2014 - Closure of the questionnaire

April 2014 - Data Analysis

## **8.6 Data Analysis**

Numbers in brackets refer to the amount of people who ticked particular option or who belongs to the certain group according to the calculations.

## 1) Gender

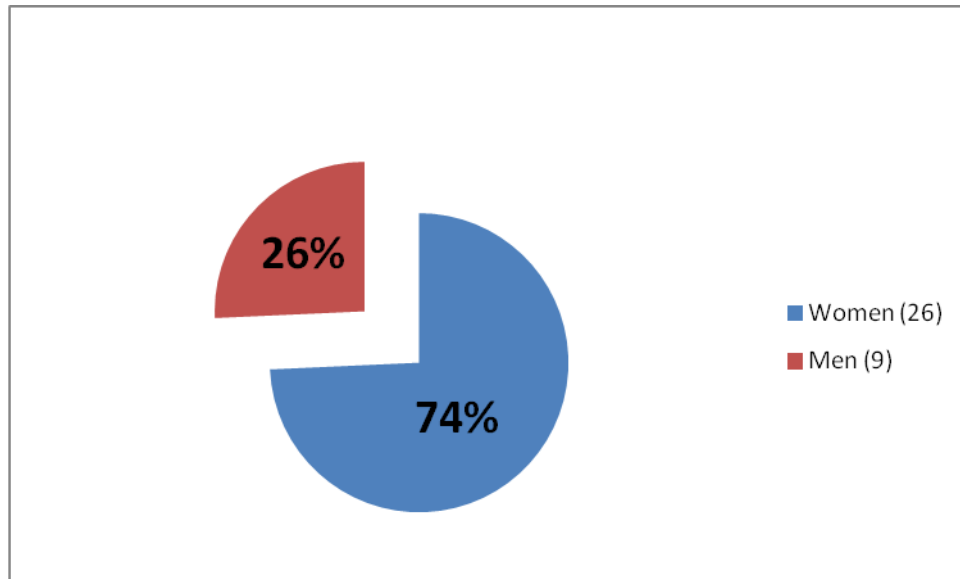


Figure n. 1 - Gender

Total amount of people who responded to the questionnaire was 35. 74% were women and 26% were men. The average age of this group is 29 years old.

## 2) Education

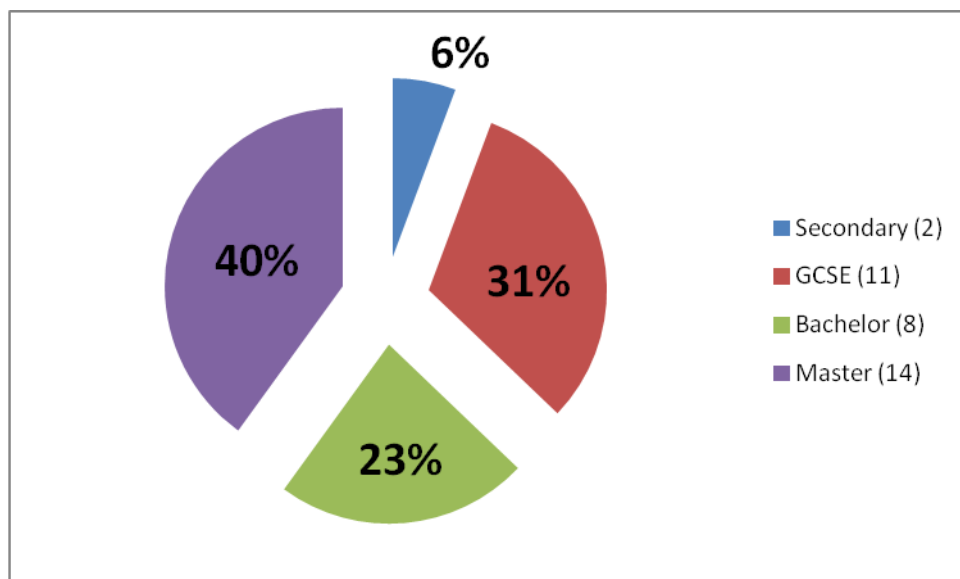


Figure n. 2 - Education

The majority of respondents have university degree, bachelors or masters. The rest has GCSE, but there are also people with secondary education without GCSE. The connection between the level of education and the level of procrastination is described in the following section. The average length of professional experience is 6.5 years.

### 3) General Procrastination Scale (Lay, 1986)

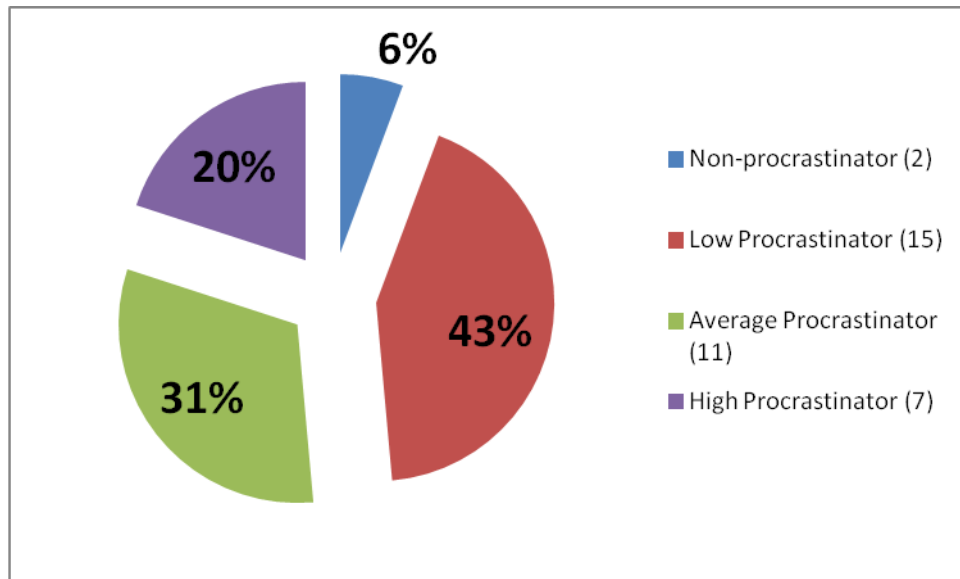


Figure n. 3 - General Procrastination Scale

Results of General Procrastination Scale are not surprising. Only two respondents scored on the GPS as non-procrastinators. Remaining 33 respondents are procrastinators, 15 of them scored for low procrastination, 11 are average and 7 are high procrastinators. It is interesting that respondents with secondary education scored only as low and average procrastinators and also only 2 non-procrastinators belong to the group of people with secondary education. One of the possible reasons could be the fact that academic procrastination is widespread phenomenon among university students.

### 4) New Scale of Active Procrastination (Choi and Moran 2009)

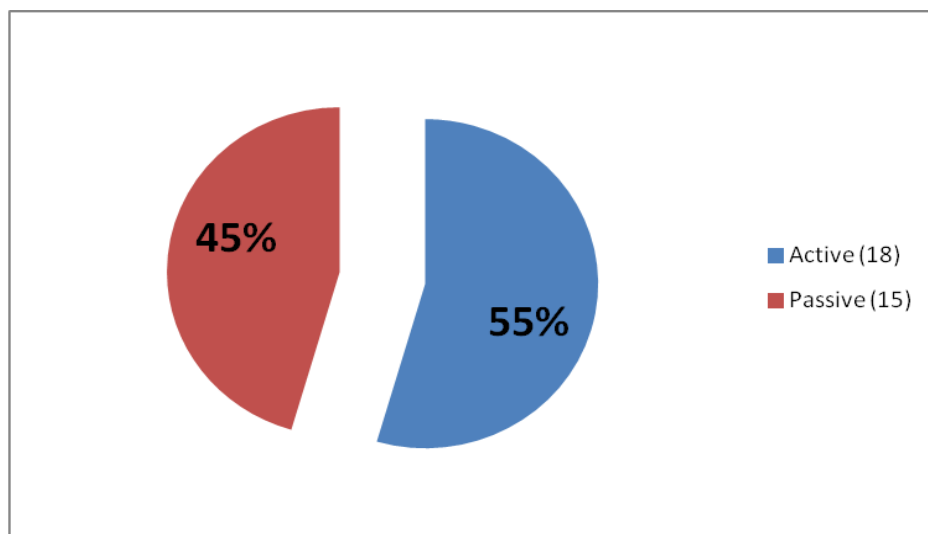


Figure n. 4 - New Scale of Active Procrastination

This figure shows the result of active procrastination scale and it is quite positive. The bigger half of respondents scored as active procrastinators, specifically 18 out of 33 which mean 55%. The rest, 15 respondents (45%), scored as passive procrastinators. This fact is positive from employer's point of view that active procrastination exceeds passive procrastination in this company, but the difference is not as noticeable as I have expected.

Another interesting fact is that active procrastinators scored in General Procrastination scale mainly as low or medium. On the other hand, from the total number of passive procrastinators which was 7, 6 of them scored as high procrastinators.

### 5) Causes of Procrastination

The task of questions number 1 and 2 is to find out the most frequent causes of procrastination. Question number 1 asks respondents, if they think that their procrastination could be caused by family attitudes in their early childhood. 10 out of 33 answered yes, 13 answered no and 10 respondents do not know.

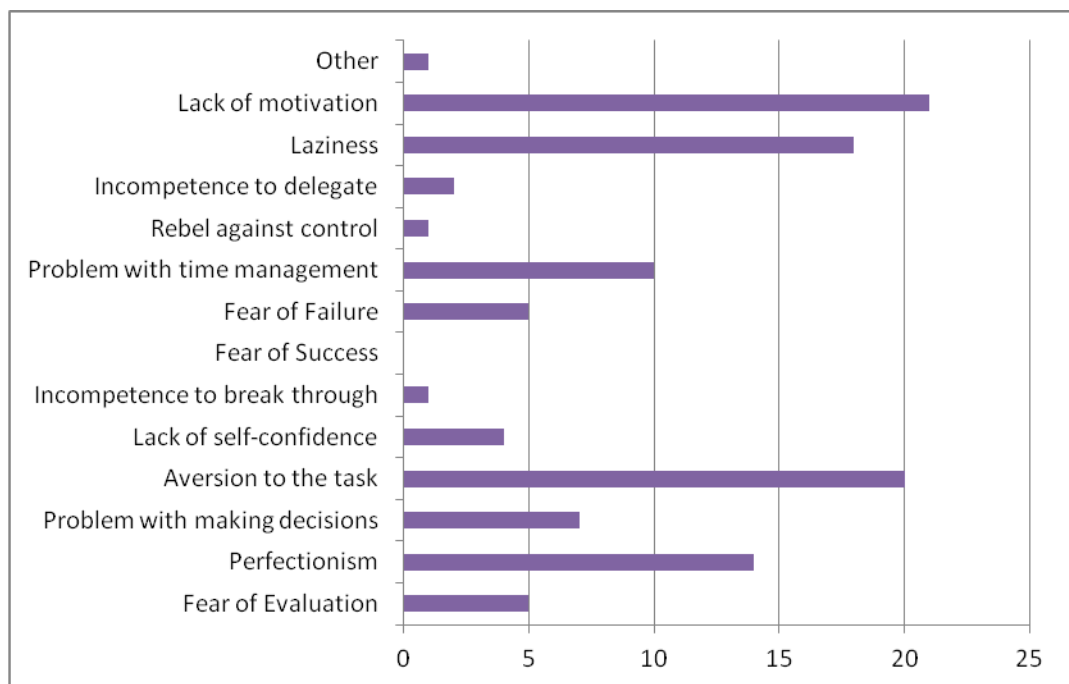


Figure n. 5 - Causes of procrastination

Question number 2 tries to find out the concrete causes of respondent's procrastination. More than one answer was possible. The result is showed in the figure number 5. The most frequent causes according to employee's opinion are lack of motivation, aversion to the task and laziness. Other very frequent causes are also perfectionism and problems with time management. One person answered that his/her procrastination is caused by social networks. The lack of motivation and aversion to the



task could cause serious consequences of procrastination, especially in the workplace, but they can also refer to a bigger problem inside of the company.

#### 6) Life areas and kinds of tasks

The task of question number 3 is to find out in which life area people the most frequently delay. 17 respondents out of 33 picked out personal life, 15 respondents chose work life and 1 respondent answered study.

- **Personal Life**

The most frequently delayed activities in personal life are described in figure number 6.

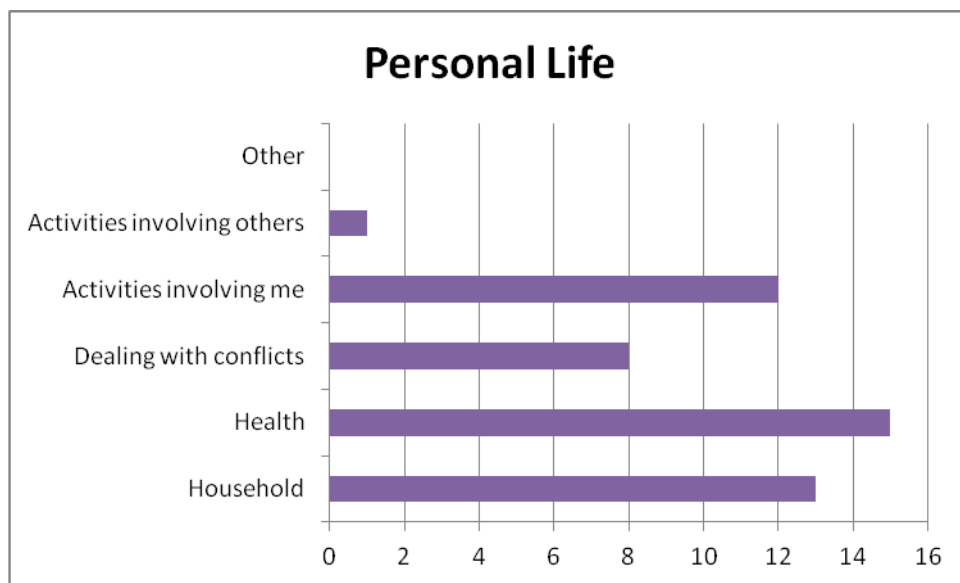


Figure n. 6 - Tasks postponed in personal life

Figure number 6 shows answers on the question number 4. More than one answer was possible. The most frequently delayed activities in personal life, according to respondents, are activities engaged in health and household. Health procrastination cause serious consequences. If the employees are not healthy, their performance at work is not one hundred per cent and the company suffers. Employees also frequently postpone tasks involving only them, that mean tasks with no impact on their surroundings.

- **Work**

Next two figures are dedicated to procrastination at work. The first one shows answers on the question number 6. The most frequently delayed kinds of tasks in the workplace are minor and routine tasks.

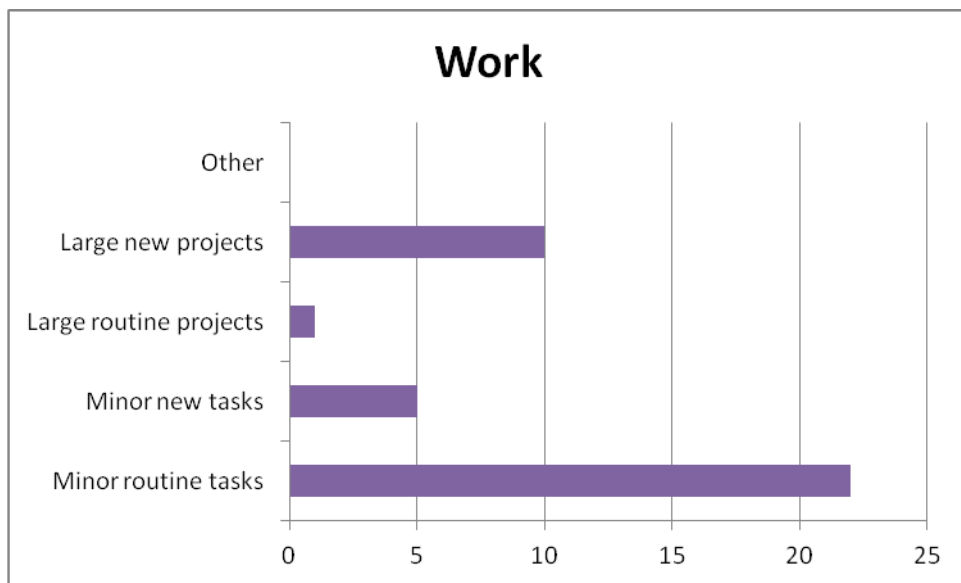


Figure n. 7 - Tasks postponed at work

Question number 7 gives answers about delegation of tasks. As you can see in the figure number 8, the most problematic are tasks which are not delegated, but planned by employees themselves.

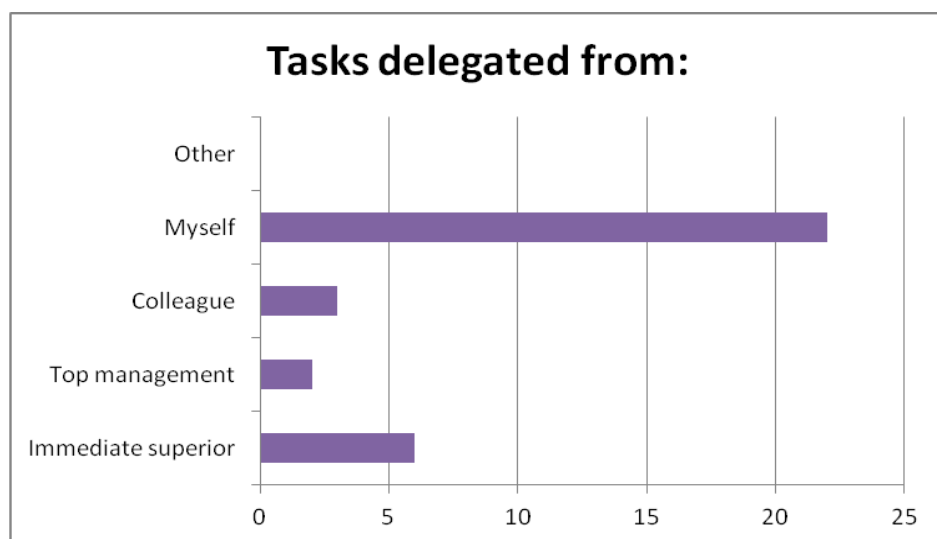


Figure n. 8 - Delegation

### 8) Activities used as procrastination devices

Question number 8 tries to find out the most frequent activities used as procrastination devices. The results are shown in the following figure.

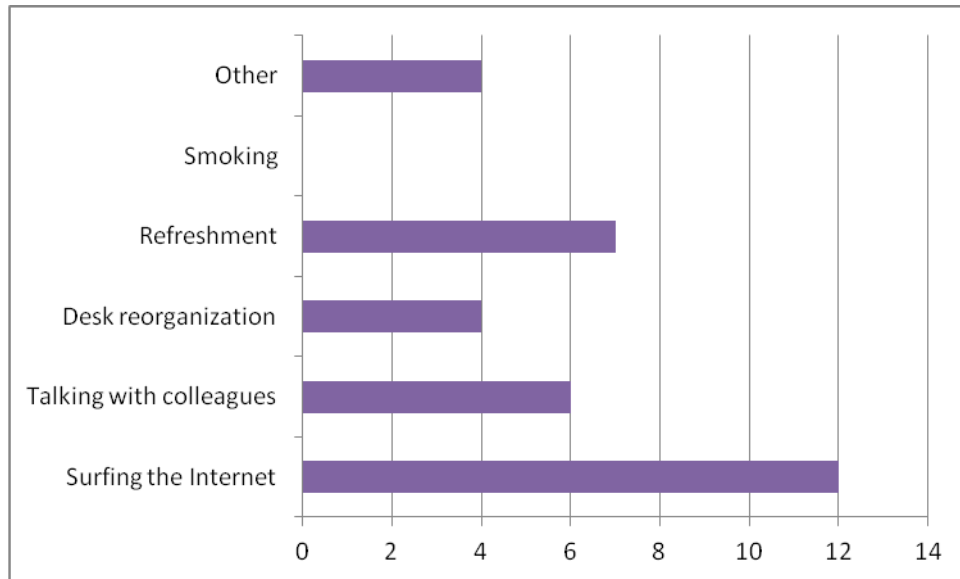


Figure n. 9 - Procrastination devices

The most frequent device of procrastination is surfing the Internet which was picked by 12 respondents out of 33. On the second place is refreshment and the third position belongs to talking with colleagues. This result shows that Internet plays big role in procrastination.

### 9) Consequences of Procrastination

Questions dealing with consequences of procrastination are number 5, 9 and 10. Question number 5 focuses on the influence of procrastination in personal life on labour productivity. 12 respondents answered that their procrastination in personal life has impact on their labour productivity occasionally. On the other hand, 14 respondents claim that procrastination in their personal lives has no impact on their labour productivity. The rest of them are not aware of any influence. Following figures show the most frequent internal and external consequences of procrastination according to employee's answers on questions number 9 and 10. More than one answer was possible.

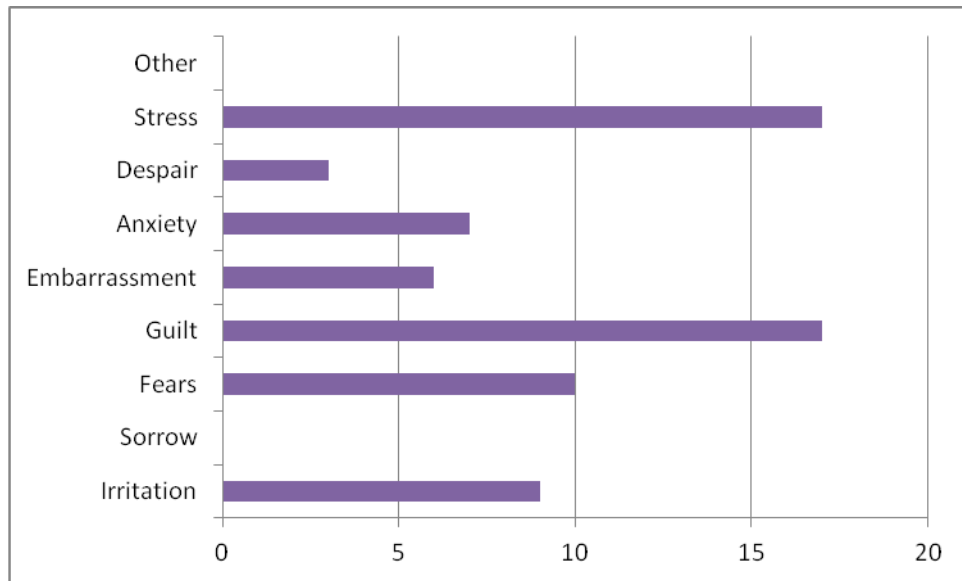


Figure n. 10 - Internal consequences of procrastination

As you can see on the figure number 9, employees feel because of their procrastination stressed and guilty. This finding shows that stress-coping strategies could be evidently suitable for treatment of procrastination. Other very frequent feelings are irritation, fear, anxiety and embarrassment. These are internal consequences of procrastination. Next figure is dedicated to the external consequences.

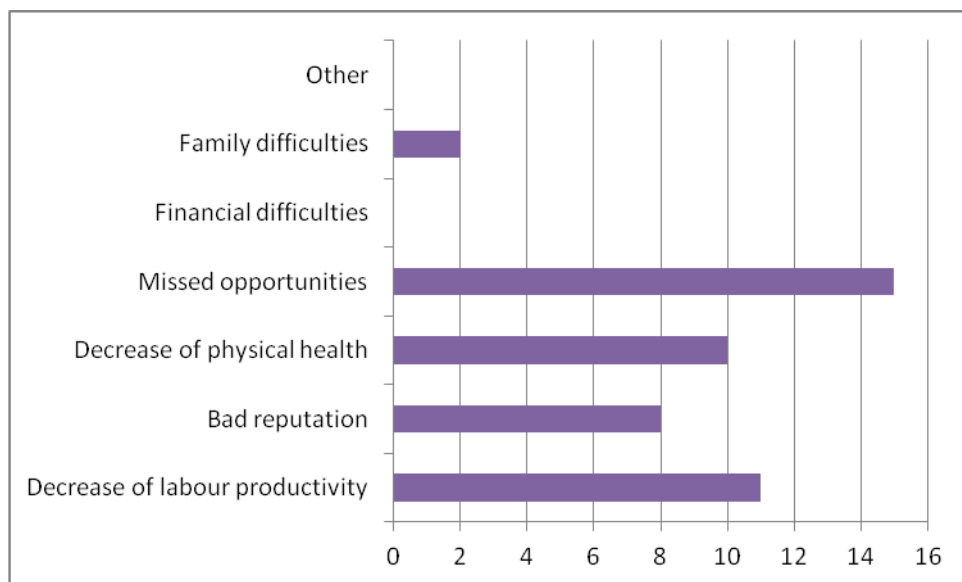


Figure n. 11 - External consequences of procrastination

15 respondents think that due to procrastination they miss given opportunities. The second most frequent answer is very interesting to know especially for the company. 11 employees out of 33 confess that because of their procrastination decreases their labour productivity. Decrease of physical health is connected to frequent health procrastination.

### 10) Treatment of Procrastination

25 respondents out of 33 would like to free themselves from procrastination. The rest does not know or they do not want to get rid of this problem habit. Question number 12 asks about possible methods of treatment. More than one answer was possible. Employees find out the most helpful thing would be increase of motivation by appreciation from their superiors. This fact can be connected to bad cooperation and bad communication among employees and their superiors. Other frequent answers were increase of motivation by pay rise and teambuilding.

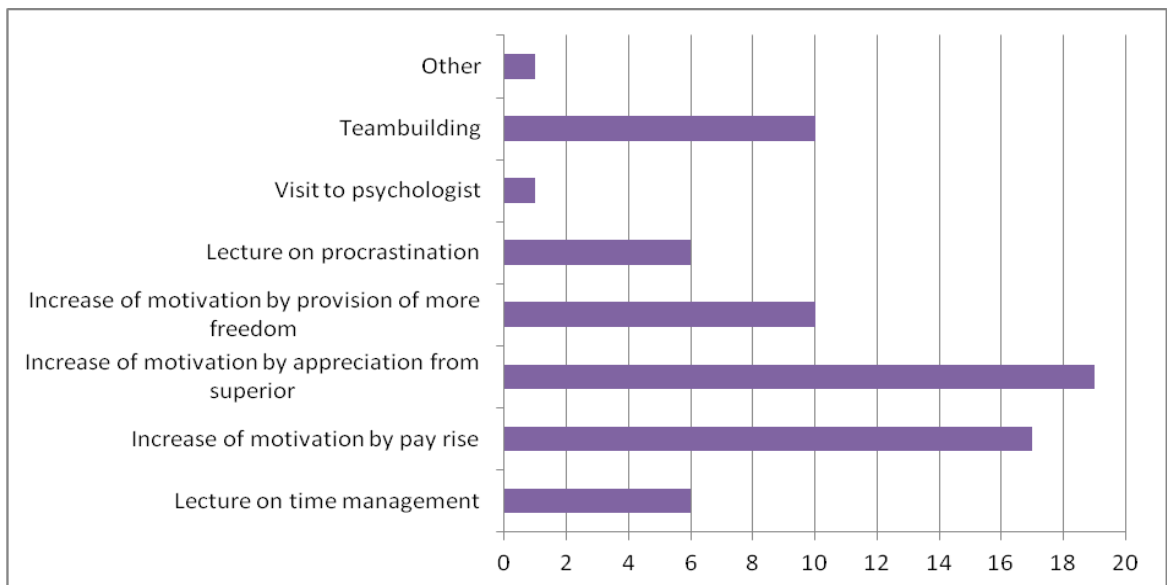


Figure n. 12 - Possible solutions of procrastination

## CONCLUSION

After the evaluation of the research, it is time to answer the research questions to conclude this bachelor thesis.

### **1. To find out appearance and frequency of active and passive procrastination in the workplace. (GPS, APS)**

The results of the GPS confirm that procrastination also appears in the workplace, in particular, 94% of respondents scored as procrastinators. Only two respondents are non-procrastinators. The APS shows that active procrastination prevails passive procrastination. To be more specific, 55% of respondents scored as active procrastinators, the rest of them are passive procrastinators. This fact is primarily positive for the employers.

### **2. To find out the most frequent causes of procrastination in the workplace. (1,2)**

The most frequent answers on this question were: **lack of motivation** and **aversion to the task**. This finding is quite alarming for the company, because their employees are not motivated and they have aversions to the tasks. The most possible way how to increase employee's motivation is described in the section 6, which is dedicated to solutions.

### **3. To find out what kind of tasks is most frequently postponed in which life area. (3,4,6,7)**

Respondents postpone more in personal life than at work. The negative finding is that the most frequently delayed tasks are activities related to their health. At work, employees the most frequently postpone minor routine tasks. That is another positive finding for the company, because procrastinating on minor and routine tasks does not cause such damage as procrastinating on large projects.

### **4. To find out the most frequent activities used as procrastination devices. (8)**

The most frequent activity used as procrastination device is, not surprisingly, surfing the Internet. It is understandable, because all respondents have computers on their desks and effortless access to the Internet every day.

### **5. To find out which consequences has active and passive procrastination on the employees. (5,9,10)**

The most frequent answers among the internal consequences are: **stress** and **guilt**. Along with the lack of motivation and aversion to the task, is stress another negative indicator of the situation in the company. For the external consequences was the most frequent answer: **missed opportunities**. The second place won **decrease of labour**

**productivity.** This finding should be a signal for the employers that procrastination has real impact on the company.

**6. To find out how is it possible to solve active and passive procrastination in the workplace according to employee's opinion. (11,12)**

25 respondents out of 33 would like to get rid of this problem habit. Surprisingly, the most frequent answer was: **increase of motivation by appreciation from the superior.** Other frequent answers were: **increase of motivation by pay rise**, which I have expected, and **teambuilding.**

In conclusion, procrastination does not have to mean bad employees, but it can also indicate poor running of the company, poor communication among employees and their superiors and it can also arise from the bad relationships in the workplace. The results of the research were given to the top management of the company. They would like to try some of possible solutions and work on this problem, because they realize the impact of the procrastination on the company's welfare.

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## APPENDICES

- I        General Procrastination Scale
- II       Active Procrastination Scale
- III      The Questionnaire

## **APPENDIX I: GENERAL PROCRASTINATION SCALE (LAY 1986)**

1. I often find myself performing tasks that I had intended to do days before.
2. I do not do assignments until just before they are to be handed in.
3. When I am finished with a library book, I return it right away regardless of the date it's due.\*
4. When it is time to get up in the morning I most often get right out of bed.\*
5. A letter may sit for days after I write it before mailing it.
6. I generally return phone calls promptly.\*
7. Even with jobs that require little else except sitting down and doing them, I find them seldom get done for days.
8. I usually make decisions as soon as possible.\*
9. I generally delay before starting on work I have to do.
10. I usually have to rush to complete a task on time.
11. When preparing to go out, I am seldom caught having to do something at the last minute.\*
12. In preparing for some deadline, I often waste time by doing other things.
13. I prefer to leave early for an appointment.\*
14. I usually start an assignment shortly after it is assigned.\*
15. I often have a task finished sooner than necessary.\*
16. I always seem to end up shopping for birthday or Christmas gifts at the last minute.
17. I usually buy even an essential item at the last minute.
- 63
18. I usually accomplish all the things I plan to do in a day.\*
19. I am continually saying "I'll do it tomorrow".
20. I usually take care of all the tasks I have to do before I settle down and relax for the evening.\*

\* Indicates reverse-scored items

(Lay 1986)

## **APPENDIX II: NEW SCALE OF ACTIVE PROCRASTINATION**

**(Choi and Moran 2009)**

1. My performance tends to suffer when I have to race against deadlines\*
2. I do not do well if I have to rush through a task\*
3. If I put things off until the last moment, I am not satisfied with their outcomes\*
4. I achieve better results if I complete a task at a slower pace, well ahead of a deadline\*
5. It is really a pain for me to work under upcoming deadlines\*
6. I am upset and reluctant to act when I am forced to work under pressure\*
7. I feel tense and cannot concentrate when there is too much time pressure on me\*
8. I am frustrated when I have to rush to meet deadlines\*
9. To use my time more efficiently, I deliberately postpone some tasks
10. I intentionally put off work to maximize my motivation
11. In order to make better use of my time, I intentionally put off some tasks
12. I finish most of my assignments right before deadlines because I choose to do so.
13. I often start things at the last minute and find it difficult to complete them on time.\*
14. I often fail to accomplish goals that I set for myself.\*
15. I am often running late when getting things done.\*
16. I have difficulty finishing activities once I start them.\*

\* Indicates reverse-scored items

(Gendron 2005)

## **APPENDIX III: THE QUESTIONNAIRE**

**What is your gender?**

**What is your age?**

**What is your highest level of education?**

**How long is your professional experience?**

**\* Questions with asterisk have more than one possible answer.**

**1.) Do you think that your procrastination could be caused by family attitudes in your early childhood?**

- a) Yes
- b) No
- c) I do not know
- d) Other

**2.) What are the causes of your procrastination?\***

- a) Fear of evaluation
- b) Perfectionism
- c) Problems with making decisions
- d) Aversion to the task
- e) Lack of self-confidence
- f) Incompetence to break through
- g) Fear of success
- h) Fear of failure
- i) Problems with time management
- j) Rebel against control
- k) Incompetence to delegate
- l) Laziness
- m) Lack of motivation
- n) Other

**3.) In which area of your life do you procrastinate the most frequently?**

- a) Personal
- b) Work
- c) Other

**4.) What kind of tasks in your personal life do you frequently delay?\***

- a) Household
- b) Health
- c) Dealing with conflicts
- d) Activities involving only me
- e) Activities involving other people
- f) Other

**5.) Does your procrastination in personal life affect your labour productivity?**

- a) Yes
- b) Often
- c) Occasionally
- d) No
- e) I do not know
- f) Other

**6.) What kind of tasks do you delay the most frequently at work?**

- a) Minor routine tasks
- b) Minor new tasks
- c) Large routine projects
- d) Large new projects
- e) Other

**7.) I the most frequently postpone tasks delegated from:**

- a) Immediate superior
- b) Top management
- c) Colleague
- d) Myself
- e) Other

**8.) What kind of activities do you use the most frequently as procrastination devices?**

- a) Surfing the Internet
- b) Talking with colleagues
- c) Desk reorganization
- d) Refreshment
- e) Smoking
- f) Other

**9.) What feelings does your procrastination evoke in you?**

- a) Irritation
- b) Sorrow
- c) Fears
- d) Guilt
- e) Embarrassment
- f) Anxiety
- g) Despair
- h) Stress
- i) Other

**10.) What external consequences does your procrastination have?\***

- a) Decrease of labour productivity
- b) Bad reputation
- c) Decrease of physical health
- d) Missed opportunities
- e) Financial difficulties
- f) Family difficulties
- g) Other

**11.) Would you like to get rid of this bad habit?**

- a) Yes
- b) No
- c) I do not know
- d) Other

**12.) What are possible solutions?\***

- a) Lecture on time management
- b) Increase of motivation by pay rise
- c) Increase of motivation by appreciation from superior
- d) Increase of motivation by provision of more freedom
- e) Lecture on procrastination
- f) Visit to psychologist
- g) Teambuilding
- h) Other